



# Procurement News – Near and FAR

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Winter 2000

## Introduction

Welcome to the Winter 2000 quarterly edition of Treasury's Procurement News - Near and **FAR**. This issue highlights some important articles on rotating assignments, Asset Management, and initiatives taking place in the credit card program, and contracting innovations.

Mary Lou Alderman will be the editor for the Spring 2000 issue. Please submit articles by the end of March 2000, e-mail [mary.lou.alderman@do.treas.gov](mailto:mary.lou.alderman@do.treas.gov) . Mary Lou may also be reached on 202-622-0803.

Please visit the **Office of Procurement Web Site** at <http://www.treas.gov/procurement> . Just give me a call at (202) 622-6585 or drop an e-mail to: [louis.masciocchi@do.treas.gov](mailto:louis.masciocchi@do.treas.gov) We always welcome your comments and suggestions on how the site and the newsletter can better serve you, our customer.

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### The Director's Corner

*By Corey Rindner,  
Procurement Executive*

Even though we are just starting into winter, the Office of Procurement is planning for spring. On March 28 and 29, Treasury will have what I hope will be the first of many Treasury-wide procurement conferences. The need to re-establish this type of gathering was suggested to me by many of you when I first came on board last year. The conference will focus on people, technology and methodologies for facing the challenges in our collective future. The theme will be "Procurement 2000 and Beyond". The conference will be at a location in Washington, D.C.



I hope to accomplish several objectives with this

conference. First of all, I want to demonstrate to you that I appreciate your ideas and am willing to implement them. Second, I want to foster a greater "Treasury" identity and sense of community. And finally, I want to share ideas and innovations with you that can help you manage your own acquisition programs.

Some of the topics we are exploring include the Contracting Officer of the Future, Paperless Contracting, Market Research on the Internet, E-commerce, Partnering, Conflict Resolution Strategies, The Future of IT Contracting, Multiple Award Contracting Lessons Learned, and Worst Practices. We are contacting speakers from both government and industry and we expect to get diverse viewpoints on these issues.

You will be hearing more about this conference as the event is firmed up. If you want additional information at this time, contact Ronne Rogin, the conference meister, at 202-622-0378.

And keep those ideas coming!

## Treasury Acquisition Data System (TADS) Update

By Lou Masciocchi



TPDS has been retired (or to be more specific 'expired'). All our historical data (FY 1995 through 2000) was loaded to TADS in January. At the writing of this article, most bureaus have installed TADS to users' desktops and have access for inputting ICARS and SF-281's.

Here's where we are to date on implementing key features of TADS:

- **SF-281** - Is available for each bureau to input their quarterly SF-281, Summary Contract Action Report (\$25,000 or less) directly on line under the 'Pre-defined Reports' area of TADS. We will no longer be collecting your Excel or Lotus spreadsheet forms each quarter.

- **Reports** - There are a few report formats available now, along with the print function for ICARS. More reports will be added in the coming weeks, as they are tested and deployed.
- **SF-294/295** - Will be available for input on line under 'Pre-defined Reports' on or about March 31, 2000. All of the FY1999 TPDS subcontracting database records that were entered into TPDS will be transferred to TADS.

- **Computer Based Training (CBT)** - We are still developing the computer based training (CBT) tool for new TADS users, as well as for those who want refresher training. We hope to have it available for download on the TADS web site sometime in March, 2000. Some "frequently asked questions" and an e-mail link for help desk support will also be added. The web site also contains the TADS application and complete user manual for download.



If you have any questions, feel free to call me at (202) 622-6585 or drop me an e-mail at:

[louis.masciocchi@do.treas.gov](mailto:louis.masciocchi@do.treas.gov)

## Contractor Performance System (CPS)

By Lou Masciocchi



Some recent memos on CPS sent to all bureau contracting offices, pointed out the need to enter contractor performance evaluations, as required by the Federal Acquisition Regulation (FAR). A substantial number of evaluations need to be completed and input to the CPS database before Treasury can begin to utilize this information for making pre-award decisions, where past performance is an evaluation factor. The FAR language from Part 42.1502 requires that **any contract** (except for contracts with UNICOR (Federal Prison Industries) and JWOD), regardless of type and method of award have "...an evaluation of contractor performance (prepared) for each contract in excess

of \$1,000,000 (regardless of the date of contract award) and for each contract in excess of \$100,000 beginning not later than January 1, 1998 (regardless of the date of contract award), at the time the work under the contract is completed. In addition, interim evaluations should be prepared as specified by the agencies to provide current information for source selection purposes, for contracts with a period of performance, including options, exceeding one year." Typically, contracts with multiple option years should have annual performance evaluations prior to exercising each option. Contracting officers are not limited to such things as competition and market conditions as the only "factors" to consider. In a way, options are like new contract awards, and past performance may be included as a factor in making that award.

You don't need to individually evaluate each contract action, (delivery/task order, mod) over \$100,000. As the FAR language states, the "contract" is what you are evaluating. If, for example, you have ten orders, mods, etc., written under a single contractor's GSA Schedule or BPA, or another agency's contract (e.g. SEWP II), in a single year, you only need to do one evaluation for that basic "contract". However, if you have, e.g. task orders of differing types of work for the same contractor/same contract, with differing labor mixes, work sites, programs supported, etc., you may want to do separate evaluations, using programs/projects or sites as your basis.



### The EC Corner

by Richard Miller

This column is dedicated to brief, helpful tips related to EC for sharing across Treasury. All contributors are welcome, and will be named if desired. Please just email contributions to [richard.miller@do.treas.gov](mailto:richard.miller@do.treas.gov).

### Tips

You're aware of [www.hoovers.com](http://www.hoovers.com) and [www.sec.gov/edgarhp.htm](http://www.sec.gov/edgarhp.htm) from previous mentions as sources for good company info. Try these for

even more depth and detail: [www.kompass.com](http://www.kompass.com) for international firms; [www.corptech.com](http://www.corptech.com) for tech firms; [www.freedgar.com](http://www.freedgar.com) for up-to-the-minute SEC filings and ability to download financial data in Excel spreadsheets; [www.uspto.gov](http://www.uspto.gov) for a company's intellectual property holdings at the U.S. Patent and Trademark Office.

Watch out crooks! The Better Business Bureau ([www.BBBonline.com](http://www.BBBonline.com)) is now qualifying online sales sites according to its "Code of Conduct for E-Business." Good businesses are obtaining both the BBBOnline Reliability Seal and the BBBOnline Privacy Seal.

For your gov buying up to \$2500, or personal buying, try [www.clickthebutton.com](http://www.clickthebutton.com) to easily compare prices at 233 retailers of books, electronics, hardware/software, movies, music, and toys.

Buyers! Start your engines! Search engines, that is. For a great, current analysis of which search engines are best for varied searches, try [www.notess.com/search](http://www.notess.com/search).

Buying sources for procurement staff and Purchase Cardholders are now being listed at the Office of Procurement Internet Web site at [www.ustreas.gov/procurement](http://www.ustreas.gov/procurement) under "Reference and Resources."

If you're going to be buying a computer this year, with the rush to market of 1Gigahertz (1,000 MHz) machines late this year, prices later this year of 750 MHz to 800 MHz range machines should be down significantly.

If you need to track legislative developments in EC, try The Center for Computers & Democracy at [www.cdt.org/legislation](http://www.cdt.org/legislation) for an easy, friendly update site.

### News ... Now

Paul Fontaine, EPS Program Manager at GSA, left GSA two weeks ago and joined eFed, which is the firm providing the primary development support to CitiBank on CitiMart (an electronic portal for online buying). We can expect CitiMart to develop better

and faster!

The Senate has approved digital-signature legislation that gives electronic contracts the same force of law as paper-and-pen-signed contracts.

GSA is currently developing the idea of hosting “reverse auctioning” sites such as [www.freemarkets.com](http://www.freemarkets.com) and [www.mercata.com](http://www.mercata.com) to have agency needs announced with vendors bidding auction-style against each other for the award.

OFPP has informed us that the Interdepartmental CFO Council has decided to undertake the Central Contractor Registration (CCR) system as a Council project for governmentwide implementation. Congratulations to IRS for being the furthest along in adopting CCR!

Small businesses are jumping into the Web! A recent commercial survey revealed that 37% of small businesses had an Internet presence in 1999 compared to only 10% in 1998.

### ... *Soon*

*Who are you???* Beginning this month, Office of Procurement will begin the quest with the bureaus to obtain “digital certificates” for each buyer. These are the electronic equivalent of simultaneously showing a clerk on the other side of the counter your driver’s license with photo, birth certificate and government ID with signature. The certs will permit you to use the Electronic Posting System (EPS) to receive and respond to vendors’ electronic proposals. They will know without a doubt who you are, and the communications will be encrypted. The certificates will be useful for many Internet-based transactions.

### ... *Help Wanted!*

We need a special consulting group to give ad hoc Electronic Commerce advice! *Are you a front line contract specialist? Are you considered an EC resource or expert in your office?*

The Office of Procurement occasionally needs consultation on EC matters with a group of

Treasury front line contract specialists. You need not be a CO. Fear not – *this is voluntary and there will be no group meetings unless the group wishes to gather* – otherwise, all communication will be electronic. There are no limits to the number of consultants from a bureau. You may cease participation whenever you wish.

If you would like to volunteer, please email me at [richard.miller@do.treas.gov](mailto:richard.miller@do.treas.gov) (PS – It will automatically win you a regular, direct feed of all the latest procurement EC news!)

## TIPSS-2 ACQUISITION STATUS

*By Mike Ryan, IRS*

The IRS issued an RFP for Treasury Information Processing Support Services-2 (TIPSS-2) contracts on September 13, 1999. The TIPSS staff has received initial proposals under the full-and-open and small business set-aside portions of the RFP. Contract awards are planned for June 2000.

The TIPSS-1 and TIPSS-2 contracts are multiple-award, task order, indefinite-delivery, indefinite quantity, cost-plus-fixed-fee vehicles which also allow firm, fixed-price orders. They are open without user fees to the Department, IRS Regions and all Bureaus.



The TIPSS-2 contracts will provide enhanced flexibility for non-IRS National Office users. IRS Regional and Bureau customers will find a streamlined ordering process, featuring optional IRS assistance in developing acquisition packages. The TIPSS staff already maintains Internet-based guidance. Regional and Bureau customers may choose to use their own processes, formats and forms, and will find significant flexibility in tailoring task order status reporting by contractors.

The TIPSS staff has ready-to-use electronic documentation templates (Statements of Work, cost estimates, etc.) available for customer use if desired.

The IRS staff dedicated to TIPSS-2 offers personal assistance in piloting customer acquisitions from requirements definition to task order award and administration; each contract has a specific Contracting Officers and Lead Contracting Officer's Technical Representative.

The IRS has designed these contracts for quick starts of project-level work, offering responsiveness vital in tight budget and schedule eras. The TIPSS-2 contracts will provide continuation of the wide range of IT services available under TIPSS-1. They will readily accommodate evolution of the nature of IT services, paced by emerging new technologies, required in the future.

They offer a broad spectrum of technical skill choices for the whole range of IT services. The TIPSS staff believes the contracts will be used to go beyond maintaining current hardware, operating systems and software, to advance the usefulness of current systems, improving and streamlining them, to craft new applications, to introduce emerging new technologies, and to give expert aid in configuring and managing hardware, software and networks.

TIPSS-2 covers 4 principal service areas: Information Systems, Telecommunications Support, Organizational/Management, and Operational Support. The IRS intends to award multiple contracts in each service area, anticipating at least one Small Business award in each area, with the total number of expected awards ranging from 2 to 12 contracts. For further information, please contact:

Jeff Petrino, Contracting Officer, 202/283-1418  
[Jeffrey.P.Petrino@m1.irs.gov](mailto:Jeffrey.P.Petrino@m1.irs.gov)

Jeanne Slaughenhaupt, Contract Specialist,  
 202/283-1461, [Jeanne.L.Slaughenhaupt@m1.irs.gov](mailto:Jeanne.L.Slaughenhaupt@m1.irs.gov)

“Take a lesson in change from the people who make change or a living. Philip N. Diehl and his colleagues at the U.S. Mint have transformed a clumsy bureaucracy into a fast-moving enterprise with great customer service and a

cutting-edge presence on the Web. Here's How.”

The above lead-in is from a feature article appearing in the FastCompany Magazine (Dec '99). If you have not heard of or read this magazine, it is one of the premier business magazines of today. It features companies that offer fast-paced environments with cultures that encourage and support risk-taking. It is also a great reference for ideas and insights on workplace practices.

Over several days, key management players at the Mint were interviewed, including the BCPO, Coleen Vogel. The resulting article offers insights on just how far the Mint has come. One of the biggest transforming changes came in 1995 when the Mint persuaded Congress to remove it from annual government appropriations and instead finance our operations with our own profits. With that, we were given more flexibility to compete in the marketplace with our products. We were given the freedom to run the Mint like a real business. In fact the Mint received one of the broadest exemptions from standard procurement rules of any federal agency.

The article goes on to say, “That one legislative change made Coleen Vogel's life much easier.” Coleen explains that we retained from the FAR only those things that made business sense for the Mint, reducing it to a 5-page policy that has served the Mint well in guiding its overall procurement operation. The Mint procurement team has reduced lead times significantly. Streamlined, commercial-style selection processes enable us to make good business cases and quickly choose best-value solutions. The FastCompany article highlights two major procurements that were extraordinarily successful: a multi-million-dollar ERP system – the first in a public-sector organization and the construction of a new headquarters in downtown Washington. Using private sector real estate practices, “we were able to negotiate a 40-year lease for a below-market rate in a part of town that is surging. A few years ago, we would have accepted whatever GSA gave us. We never would have dreamt that we could do something like this.” To view the full article, visit FastCompany on the web at:

<http://www.fastcompany.com/online/30/slowgov.html>, and  
<http://www.fastcompany.com/online/30/fortknox.html>

## Treasury Department Seeks Better Business Results Through Asset Management

By Steve Sisson, *Real Property*

The Treasury Department has launched a significant new Asset Management initiative. Formally kicked off at the first Treasury Asset Management Conference on September 23, 1999 by Nancy Killefer, then Treasury's Assistant Secretary for Management and Chief Financial Officer, the initiative comes with the strong endorsement of Secretary Lawrence Summers and Deputy Secretary Stuart Eizenstat .

This new initiative, spearheaded by the Office of Asset Management and the Office of Treasury Reinvention, is focusing on non-IT assets and is intended to allow Treasury to achieve better business results by making better asset investment decisions. To help develop and implement the program, a Treasury Asset Management Council, co-chaired by the Deputy Assistant Secretary (Management Operations) and the Deputy CFO, has been established. The council includes representatives from all bureaus and is working in partnership with the Department's Office of Asset Management and the Office of Treasury Reinvention to bring this initiative to fruition.

Treasury, along with other public sector agencies, faces a period of declining resources and rising demands for better and faster service. These trends, as well as demands for more accountability and better performance, will require agencies to search for new and better ways to do business. Methods might include a more disciplined approach to cost analysis, more focus on analyzing trade-offs between potential new initiatives, and the development of better management reporting. The initiative will also demand more consistent lifecycle management of assets across their useful lives and better integration of management specialties within bureaus.

Treasury has a large portfolio of assets under management. Aside from its considerable array of information systems, the Department controls over 15,000 motor vehicles, worth over \$300 million, plus 130 aircraft and 100 boats that are worth over \$500 million. Treasury is the largest civilian user of GSA-rented space and owns a number of facilities outright, with a total of over 50 million square feet in its real property inventory. In addition to a wide array of specialized law enforcement items, the Department also owns 27 printing presses and 38 processing machines worth over \$200 million.



In the area of procurement, a comprehensive asset management program will include a significant "strategic procurement" component. Buy or lease? When do we buy? How do we buy? and how do we pay? are all questions that will need to be considered and satisfactorily answered as part of the asset management decision making process.

Some bureaus are already showing successes in this area. IRS has a contract in place for the next-day, desktop delivery of office supplies nationwide and Customs is reviewing motor vehicle acquisitions with an eye towards how many and what type.

In short, asset management offers us significant opportunities for improving the results of Treasury's asset investment decisions.

## Performance-Based Service Contracting-- The Basics

There's nothing so new and different about performance-based service contracts (PBSCs), as long as you can take all the existing processes, turn them around three times and set them up on one end--and keep going without missing a beat! That's how different the approach is, from both the contracting and program views. How can we get from where we are today to where we need to be? Keep



your eyes focused on the goals and take one step at a time!

Traditionally, program offices draft a statement of work (SOW) for required services, carefully packing around the SOW all the potential requirements and specifications, including every contingency they can imagine. After all, that's how we've trained them. They mold this SOW "ball" around in their hands until they think it's ready for prime time, and they lob it over the fence into the yard of the contracting office. Once the "ball" has been picked up by a contracting officer (CO) and that CO has put his/her own spin on it, the "ball" gets lobbed back over into the yard of the program office. And so this game of "you touched it last" goes on until both sides clearly see that the SOW is as good it's going to be (regardless of how happy either side is with it).

Now comes the PBSC, bringing with it a whole different way to play the game. The new rules require the program office to specifically note what outcomes or results it wants to see from the contractor's performance. WHOA!!!! This means they have to really sit down and analyze their requirement, break it into logical chunks, decide what the minimum acceptable performance level should be and how they'll tell if that's what they're getting. This is a cultural change for our customers, and we all need to be ready, willing, and able to work closely with them until they "get it." Rather than the ball-over-the-fence routine, we must work together to have an actual TEAM effort!

PBSCs require a different kind of up-front work on the part of the program and contracting offices. These two groups and any other stakeholders in the desired outcome must work *as a team* to think through the requirement, changing the traditional approach to acquiring contractor support.

Imagine a customer who needs a table for her office. She may have some minimum requirements, such as height, material, wood grain or color, estimated load, date the table is needed, etc. But does she need to say "it shall have 4 legs of even length?" Does she need to specify the building process, dictating the types of nails or brackets to be used or

the tools required to build the table? No. Contractors know how to build tables. Can we measure whether we got what we wanted? Absolutely. And can we reward the contractor if he exceeds our requirements? You bet, as long as we tell him up front what's important to us and what the possible rewards are.

Just so we don't confuse the traditional SOW with a performance-based SOW, the latter is now called a Performance Work Statement (PWS). As stated above, there are 3 basic elements to the PWS: Defining the outcome or desired result, taking a measure of how well (or not) the result was achieved, and an incentive plan. The measure of the outcome (i.e., the yardstick) develops into a quality assurance plan. An incentive plan can include positive and/or negative incentives, and those incentives can be monetary or non-monetary. If a monetary incentive is offered, the program office must be willing to fund it. Non-monetary incentives include rave reviews (i.e., good past performance ratings), automatic option exercise, and lengthening the contract term. Be creative and ask the offerors to tell you what *they* think would be good incentives.

In the very simple example of the table, we might reward the contractor if the height of the table is perfect. We could live with it if it was a little too low or a little too high (acceptable variances would have been stated); and although we might accept it if it was several inches too high or low, we might be inclined to pay less for it.

Quite a number of laws have been passed, starting with the Government Performance and Results Act of 1993 and continuing on past the Clinger-Cohen Act of 1996, affirming the Government's need to be accountable to the taxpayers. By awarding a PBSC, the program office can measure its success, show a return on its investment, and hopefully obtain the required services as painlessly as possible. Part of being able to do this is to take a measurement of the current state of affairs - no comparisons can be made without a baseline. Is this more work for the program office than the traditional SOW? In some respects, yes. More up front time is required, but other than monitoring performance to ensure

quality, there is much less hand-wringing and much more focus on the outcome than on the process utilized by the contractor. Contractors like this because it allows them to use best/commercial practices to achieve the desired results and they have some incentive to excel. In the traditional service contract, they know they'll get paid as long as the services are minimally acceptable -- there is no reason for them to aim any higher than that.

Hopefully, each reader is now saying, "Okay. This sounds good. How do I get started?" (This assumes, of course, that you *are* still reading....) I will be sending out some guidance in the form of templates for the various types of IT services required by the bureaus. These templates are to be used as samples or guides, intended only to get each specialist thinking about this new approach. Each specialist will need to work more closely with the program office - this really is a team effort, and all players must do their part. I also plan to visit each bureau and do a bit of training this spring. Until then, you can reach me at 202-622-0378, or at [ronne.rogin@do.treas.gov](mailto:ronne.rogin@do.treas.gov).



## Card Services Goals for Year 2000

By Martha Lanigan

With the transition behind us, we're anxious to move ahead with the program and have set goals for the coming year.

First order of business will be to address the follow-on task order. We're obtaining background information on what is required, contractor performance, and what other agencies are doing from GSA representatives, and will set up a meeting for bureau liaisons towards the end of February.

One Year 2000 goal is to have a totally electronic

program by Year 2001. This means electronic receipt of all reports, invoices, and electronic payments. This should be doable for all bureaus. Some bureaus will be able to set up electronic receipt of cardholder statements by 2001, and it is hoped that most will at least get a start on this.

Other year 2000 goals include increased use of the card; faster invoice and payment turn-around; making the majority of micropurchases with the card outside of procurement offices; use of convenience checks as opposed to third party drafts; increased use of electronic shopping malls; and, spend analysis to identify possible discounts.

For card use as a payment method over the micropurchase limit, we are trying to identify alternatives to having to prepare a purchase order to include the necessary clauses. Card use for task or delivery order requirements is covered by the contract under which the order is placed.

We welcome your suggestions for improvement of the card services program.

## Performance Measures Approved

By Terri T. Toplisek



In the last issue, I discussed the progress that the Performance Measurement Committee was making in identifying procurement performance measures for use by the Executive Agencies' procurement offices. The group was tasked by Deidre Lee, Administrator, Office of Federal Procurement Policy (OFPP) and it reports to the Procurement Executives Council (PEC).

The committee met on January 13 and finalized the report on proposed government-wide acquisition performance measures. The committee's report was submitted to the PEC for its approval at its February 3 meeting and the report was approved with minimal revisions.

The good news is that the data collection burden will be relieved by OFPP's collection of statistics from the Federal Procurement Data System (FPDS) and the Small Business Administration (SBA). OFPP will collect statistics for competition; small business goals; commercial item acquisitions; and Performance Based Service Contracting (PBSC). Agencies will be required to submit FY 2000 data by December 31, 2000 for measures described below. FY 2000 will be considered a "dry run" year and the data will not be published. However, FY 2001 and all subsequent FY data will be published in annual reports. All data will be submitted to OFPP by December 31 of the FY being reported and will be published.

Office of Procurement will be responsible for submitting the following data:

- Purchase Card information to be obtained from Citibank and the SF 279 and SF 281 reports.
- Education and training for the new 1102 certification requirements has already begun to be collected from the bureaus by the Office of Procurement.
- Cost-to-Spend dollar ratio will be calculated. Bureaus will be required to provide the "operating costs" of their procurement office for each FY. "Operating costs" means, as a minimum, salaries, benefits, and contractor support costs to the procurement office. Agencies may collect additional costs such as training, travel, and information technology. When agencies utilize more than the minimum, they are to clearly define the other costs.
- Cost, schedule, and performance data related to OMB Circular No. A-11, *Planning, Budgeting, and Acquisition of Fixed Assets* will require more effort in obtaining, as most agencies are experiencing growing pains in complying with the circular and submitting 300B reports on major programs. These reports chart the programs' results in meeting cost, schedule, and performance goals. The Office of Procurement will meet with Departmental budget personnel to ascertain whether all or part of this data can be obtained from the Department, vs requesting bureau submissions.

The committee agreed that the dry-run for this year

will help direct us to any changes or clarifications that may be needed for the FY 2001 implementation. The committee's report will be finalized after the next PEC meeting in early April. We will provide bureaus a copy of this report and instructions for submitting the FY 2000 data.



## NEW BCPO's

**Jeffrey Rosenfeld** is the new BCPO at the Secret Service. He has worked in Government procurement for 23 years, as a Contracting Officer with the Department of Health and Human Services and the Los Alamos National Laboratory, as Chief of the Securities & Exchange Commission Procurement Branch, Chief of the Office of Personnel Management Contract Division, and Team Leader/Contract Manager at the U.S. Equal Employment Opportunity Commission. Jeff is currently the Chief of the U.S. Secret Service Procurement Division.

Jeff is a native Washingtonian, and a graduate of Woodrow Wilson High School. He lives in Olney, Maryland with his wife and children. He received his Bachelor of Arts degree in political science from Bradley University and his Juris Doctor degree from Howard University School of Law.

His professional affiliations include Toastmaster International, where he is an Advanced Toastmaster, a charter member of the Equal Employment Opportunity Equalizers Toastmaster Club, and a former President of the Greater Olney Toastmaster Club and Area Governor. Jeff is also a long-time member of the National Contract Management Association and is a Certified Associate Contracts Manager.

**Michael D. Stafford** was appointed Director of Acquisition Services for the Office of the Comptroller of the Currency (OCC) in October, 1999. The OCC is the Treasury responsible for the

examination and oversight of the U.S. national banking system. Mr. Stafford is responsible for managing the acquisition of all goods and services for a headquarters office, six U.S. district offices, and a European office.

Mr. Stafford is a graduate of the U.S. Naval Academy and received his Masters in Management from Rensselaer Polytechnic Institute. He began his career in acquisition in 1971 at the then Naval Ship Systems Command in Washington, DC. He worked as a contract specialist and contracting officer (CO) in all the major Navy Systems Commands and was the CO for such programs as the Navy Standard Shipboard Computers, the Harpoon Anti-Ship Missile, and the F/A-18 Strike Fighter.

In 1984 he became a member of the Senior Executive Service and was appointed as the Navy Policy Member of the Defense Acquisition Regulatory Council. His tenure on the Council spanned the implementation of the Competition in Contracting Act (CICA) and the first Defense Procurement Reform Act. He also simultaneously served as Director of the Council and of the Defense Acquisition Regulatory System. He is a recipient of both the Navy Superior Service Award and the Navy Distinguished Service Medal.

Mr. Stafford left government service in 1987 to become the Senior Vice President for Contract and Risk Management for an international environmental and energy services company. While with the company he was also made the Chief Executive Officer of a national environmental testing and analytical subsidiary in order to resolve a criminal investigation. In 1996 he started a management consulting company specializing in contract management, crisis management, and strategic planning. His clients ranged from small, disadvantaged businesses to Fortune 50 companies. As a part of this practice he managed and developed a number of successful A-76 proposals and appeals.

***WELCOME TO YOU BOTH!***

## **TREASURY ACQUISITION CAREER**

## **FULFILLMENT PROGRAM**

*By Mary Lou Alderman*

The Treasury Acquisition Career Fulfillment program is in full swing. As of the date of this writing, the Treasury Fulfillment Review Board (TFRB) has received 327 requests for fulfillment certification. Roughly 97% of the requests reviewed by the TFRB have been approved. The TFRB will meet again early in February to continue with the review process. As soon as all of the anticipated 400+ packages are reviewed, certificates documenting this significant career accomplishment will be delivered to all BCPO's for distribution to their employees. After this initial push to certify 1102 employees, the TFRB will meet on a regular basis to evaluate fulfillment requests from those employees who are currently unable to meet the requirements for fulfillment certification. Fulfillment is an important element in career progression for 1102's. ***DON'T BE LEFT OUT.***

***Hearty congratulations to Charles J. Conrad of ATF who just became an NCMA Certified Professional Contracts Manager!***

## **VACANCY ANNOUNCEMENTS:**

### **CONTRACT SPECIALIST**

OPEN PERIOD 08/30/1999 - INDEFINITE  
 SERIES/GRADE: OC-1102-13/14  
 SALARY: \$48,990 TO \$77,801,  
 PROMOTION POTENTIAL: OC-14  
 ANNOUNCEMENT NUMBER: 99-2-00  
 HIRING AGENCY: TREASURY, COMPTROLLER OF THE CURRENCY  
 DUTY LOCATION: WASHINGTON, DC  
 CONTACT: MARTY STEPHENS, PHONE: (202)874-5040  
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 ANNOUNCEMENT NUMBER: HEADQ/99-410SDS  
 HIRING AGENCY: TREASURY, US CUSTOMS SERVICE  
 DUTY LOCATION: WASHINGTON, D.C.  
 CONTACT: THOMASINA WASHINGTON  
 PHONE: (202) 927-3733  
 U.S. CUSTOMS SERVICE,

Winter 2000

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